

**A RESOLUTION BY
FINANCE/EXECUTIVE COMMITTEE**

07- R-0472

A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE-TO-PROCEED WITH CH2M HILL/WRJ, JOINT VENTURE, FOR FC-7619-03C, ANNUAL CONTRACT FOR MANAGEMENT CONSULTING SERVICES TO PROVIDE AN ORGANIZATIONAL ASSESSMENT/REVIEW AND RECOMMENDATIONS FOR THE OFFICE OF TRANSPORTATION ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS IN AN AMOUNT NOT TO EXCEED TWO HUNDRED ONE THOUSAND EIGHT THUNDRED EIGHTY ONE DOLLARS (\$201,881.00). ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM FUND ACCOUNT AND CENTER NUMBER 1A0L (GENERAL FUNDS) 524001 (CONSULTING/PROFESSIONAL SVCS) M61001 (OFFICE OF TRANSPORTATION/ADMINISTRATION)

WHEREAS, the City of Atlanta (the "City") did enter into FC-7619-03C, Annual Contract for Management Consulting Services; and

WHEREAS, the Commissioner of the Department of Public Works requires management consulting services to provide an organizational assessment/review and recommendations for the Office of Transportation in the amount not to exceed Two Hundred One Thousand Eight Hundred Eighty One Dollars (\$201,881); and

WHEREAS, the Commissioner of the Department of Public Works and the Chief Procurement Officer for the Department of Procurement have recommended CH2M HILL/WRJ, joint venture to provide management consulting services for an organizational assessment of the Office of Transportation; and

WHEREAS, the Office of Transportation faces constant challenges to manage resources, facilities, shifts in administration priorities, and external service perceptions; and

WHEREAS, in order to build an increasingly effective and efficient organization capable of delivering quality services and meeting the rising standards of performance, CH2M HILL has been asked to provide appropriate expertise to review and assess the existing Office of Transportation organization and its effectiveness.

THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA, HEREBY RESOLVES, that the Mayor or designee is authorized to issue a Notice to Proceed to CH2M HILL/WRJ, Joint Venture, for FC-7619-03C, Annual Contract for Management Consulting Services, in the amount not to exceed Two Hundred One Thousand Eight Hundred Eighty One Dollars (\$201,881.00).

BE IT FURTHER RESOLVED, that the Chief Procurement Officer is directed to prepare an appropriate agreement for execution by the Mayor.

BE IT FURTHER RESOLVED, that all contracted services will be charged to and paid from Fund, Account, and Center number: 1A01 (General Funds) 524001 (Consulting/Professional Svcs) M61001 (Office Of Transportation/Administration).

BE IT FINALLY RESOLVED, that the Agreement will not become binding on the City and the City shall incur no obligation or liability under it until it has been executed by the Mayor, attested to by the Municipal Clerk, and delivered to CH2M HILL.

LEGISLATIVE SUMMARY

TO: Finance Executive Committee

CAPTION

A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE-TO-PROCEED WITH CH2M HILL/WRJ, JOINT VENTURE, FOR FC-7619-03C, ANNUAL CONTRACT FOR MANAGEMENT CONSULTING SERVICES TO PROVIDE AN ORGANIZATIONAL ASSESSMENT/REVIEW AND RECOMMENDATIONS FOR THE OFFICE OF TRANSPORTATION ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS IN AN AMOUNT NOT TO EXCEED TWO HUNDRED ONE THOUSAND EIGHT THUNDRED EIGHTY ONE DOLLARS (\$201,881.00). ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM FUND ACCOUNT AND CENTER NUMBER 1A0L (GENERAL FUNDS) 524001 (CONSULTING/PROFESSIONAL SVCS) M61001 (OFFICE OF TRANSPORTATION/ADMINISTRATION)

Committee Meeting Date: March 13-14, 2007

Council Meeting Date: March 19, 2007

Legislation Title: FC-7619-03C, Annual Contract for Management Consulting Services to provide an organizational assessment/review and recommendations for the Office of Transportation on behalf of the Department of Public Works.

Requesting Dept.: Public Works

Contract Type: Professional Services RFP

Advertisement: October 26, 2003

Bids/Proposals Due: January 7, 2004

Invitations Mailed: 146

Bids/Proposals Received: 12

Arcadis/BPA-(Brindley Pieters & Associates) – Joint Venture
Atlanta Architects & Engineers, Joint Venture
Atlanta Services Group, a Joint Venture
Infrastructure Partners-Joint Venture (B & Jackson/ HDR/
Malcom Pirnie)
Brown and Caldwell/Deloan Hampton & Associates/Long
Engineering Inc. - Joint Venture
CH2M Hill/Williams-Russell and Johnson – Joint Venture
Earthtech/IMCo Joint Venture
HTL - Harrington, Tetra Tech & Lowe-Joint Venture
JP² (Jacobs, Prad, PBS&J) – Joint Venture
Metcalf & Eddy/Cardozo Engineering-Joint Venture

Parsons Brinckerhoff & Khafra-Joint Venture
Shaw Environmental Inc. /AIM Partners, PLC- JV

Bidders/Proponents:

- (1) CH2M Hill/Williams-Russell and Johnson
- (2) Atlanta Services Group
- (3) JP2 (Jacobs, Prad, PBS&J)
- (4) Shaw/ Aim, Joint Venture
- (5) Metcalf & Eddy/Cardozo Engineering, Joint Venture
- (6) Arcadis/Brindley Pieters & Associates, Joint Venture

Contractor:

CH2M Hill/Williams-Russell and Johnson – Joint Venture

Estimated Value:

\$201,881.00

Scope Summary:

THE PURPOSE OF THE PROPOSED PROJECT WILL ENABLE THE DEPARTMENT OF PUBLIC WORKS (DPW) TO AFFIRM ITS VISION AND MISSION BY INVOLVING STAKEHOLDERS AND STAFF IN IDENTIFYING OPPORTUNITIES TO DELIVER EFFICIENT AND EFFECTIVE TRANSPORTATION SERVICES.

Background:

Original executed on May 17, 2004, expired on May 16, 2006

A Ninety Day extension effective term began on May 17, 2006 and expired on August 15, 2006

Renewal Agreement No. 1 effective term began on August 16, 2006 to August 15, 2007

Evaluation Team:

DPRCA, DWM, DPW, DPCD, OCC and Risk Management

Term of Contract:

Two (2) years with an option to renew for three (3) one (1) year periods

Fund Account Centers:

1A0L (GENERAL FUNDS)
524001 (CONSULTING/PROFESSIONAL SVCS)
M61001 (OFFICE OF
TRANSPORTATION/ADMINISTRATION)

Prepared By:

Anthony Stanley

Contact Number:

404-330-6384

**Project
Participation:**

CH2M Hill, Inc./Williams-Russell and Johnson, Inc. a
JV (15 pts.)

| | | |
|--|------|------------|
| Williams-Russell and Johnson | AABE | 32% |
| C.E.R.M. | AABE | 4% |
| Precision Engineering and Surveying, Inc. | AABE | 4% |
| Desmear Systems, Inc. | AABE | 3% |
| Cheeks/Hornbein & Associates | AABE | 4% |
| Smith Real Estate Services, Inc. | FBE | 4% |
| CSA Central, Inc. | HBE | 3% |
| Eagle Environmental Group | FBE | 2% |
| Neil Engineering | FBE | 2% |
| RCS Enterprises, Inc. | FBE | 2% |
| D. Clark Harris | FBE | 2% |
| PEQ | FBE | 3% |
| Clarification and Mediation | FBE | 3% |
| Participation Total | | 68% |



CITY OF ATLANTA

SHIRLEY FRANKLIN
MAYOR

55 TRINITY AVE., SW, ATLANTA, GEORGIA 30303-0324
SUITE 4700, CITY HALL - SOUTH
(404) 330-6240
FAX (404) 658-7552
email: publicworks@atlanta.gov


DEPARTMENT OF PUBLIC WORKS

David E. Scott, P.E.
Commissioner

MEMORANDUM FOR: REQUEST FOR CHANGE/AMENDMENT/MODIFICATION

DATE: February 23, 2007

TO: Adam L. Smith, Chief Procurement Officer
Department of Procurement

FROM: David E. Scott, Commissioner
Department of Public Works 

SUB: Task Order to: FC-7619-03C- Management Consulting Services –
Organizational Assessment and Recommendation

Contractor: CH2M Hill/ Williams , Russell and Johnson, JV

Please issue Task order/Notice to Proceed to Contract No. FC-7619-03C for the following scope:
Management Consulting Services – Organizational Assessment and Recommendation

Pursuant to Section 2-1292 of the City of Atlanta Procurement Code and Article 33- Changes and Extra Work of the General Conditions for the Contract, the original contract is modified to incorporate additional work order. This change has been reviewed and recommended for approval by DPW' Staff. Given the not-to-exceed amount of \$201,881.00 a review of the Contractor's Cost Estimate, the price is determined fair and reasonable. The Contractor shall provide all personnel, and materials, for the organizational assessment and recommendation Services identified in CH2M Hill/ Williams , Russell and Johnson, JV proposal dated February 14, 2007 which is attached and hereby incorporated and made part of this contract –

If you have any questions, please feel free to contact Soraya Belgrave at Ext. 6002.

DES/sb

CC: Katrina Taylor-Parks, Department of Public Works
Cathy A. Martin, Department of Procurement
Soraya Belgrave, Department of Public Works/File



CH2MHILL



williams-russell and johnson, inc.
engineers • architects • planners

CH2M HILL

115 Perimeter Center Place NE

Suite 700

Atlanta, GA

30346-1278

Tel 770.604.9095

Fax 770.604.9183

February 14, 2007

Commissioner David E. Scott
Department of Public Works
City Hall
55 Trinity Avenue
Suite 4700
Atlanta, GA 30303

Subject: Management Consulting Services - Organizational Assessment and Recommendations

Dear Commissioner Scott:

Thank you for the opportunity to respond to your request to provide an Organizational Assessment/Review and Recommendations for the Office of Transportation. This project enables the Department of Public Works (DPW) to affirm its Vision and Mission by involving stakeholders and staff in identifying opportunities to deliver efficient and effective transportation services.

The CH2M HILL team has the management consulting skills and experience to successfully complete this project. We have performed similar organizational assessments for other governmental organizations, including Federal Agencies such as the Department of the Navy and National Parks Service, State Agencies such as Washington State Ferries, and the City of Tacoma.

Background

The City of Atlanta Office of Transportation and its staff face constant challenges to manage resources, facilities, shifts in administration priorities, and external service perceptions. The Office of Transportation staff of approximately 400 employees is currently led by an appointed Deputy of Transportation, with support from five Directors. The Office of Transportation is one of three organizations that report to the Commissioner for the DPW.

The Commissioner, City of Atlanta Public Works, perceives that the City is at an important crossroads in meeting the mission of the organization. New demands are being placed on the Office of Transportation and its staff, and management is being held to rising standards

of performance. However, along with these new demands comes new opportunity – to build an increasingly effective and efficient organization – and the foundation to deliver the level and quality of services that will be required in the future. To move in this new direction, the Commissioner believes that a new way of “doing business” is imperative, while ensuring that the new model satisfies the demands of the City of Atlanta constituents, City of Atlanta interdependent agencies (i.e., Watershed Department), and employees. To assist in achieving this objective, CH2M HILL has been asked to provide appropriate expertise to review and assess the existing City of Atlanta Transportation Department organization and its effectiveness.

Project Objectives

The DPW seeks to identify opportunities to improve the quality of services provided by the Office of Transportation through a structured organizational assessment. The objectives of the assessment are:

- Identify how the current organizational structure and work activities support the Vision, Values, and Mission of the Office of Transportation
- Determine the alignment of the Office of Transportation workgroups with the Vision and Mission Statements
- Collect observations and comments from the Office of Transportation staff and other stakeholders regarding the ability of the organization and individuals to deliver services consistent with the Statements
- Assess managerial leadership, span of control, and succession planning issues
- Develop recommendations for a new model that encompasses the appropriate organizational structure, work processes, communications, and other resources that will enable the Office of Transportation to deliver the quality and levels of services needed for the 21st century.

Scope of Services

This scope of services will be conducted in accordance with the terms and conditions of the contract between the City of Atlanta and the CH2M HILL/WRJ Joint Venture executed August 16, 2006. The scope of work to accomplish the project objectives is divided into four phases:

- Phase 1 Project Chartering and Scope Refinement Sessions
- Phase 2 Organizational Assessment/Review
- Phase 3 Draft Recommendations
- Phase 4 Final Recommendations/Path Forward

The activities, assumptions, and deliverables for each phase are described in detail in the following sections.

Phase 1 – Project Chartering Session

Stakeholder involvement and representation of their respective organizational functions or workgroups is indispensable to this task. To ensure that expectations are established early in the project, the project objectives, overall approach and schedule, and resources needed to achieve the project objectives will be discussed during a Project Chartering session. This session will identify the individuals or workgroup representation and time commitments required for the project and will set the stage, through an initial workshop or series of workshops, to obtain stakeholder input on the major issues and opportunities facing the Office of Transportation.

1.1 Project Chartering

CH2M HILL will initiate this project with a chartering session with the DPW project team, senior management, project sponsors, and other stakeholders who are identified as influencing or impacting the project outcome. During the kickoff meeting, participants will identify key goals and drivers for project success and will define the roles, responsibilities, and processes that are critical to ensuring that this project meets stakeholders' expectations. These elements will be formally documented in a Project Charter, which will be reviewed and signed by all of the Project Chartering participants.

During the Chartering Session, participants will review the Department's Vision, Values, and Mission Statements to identify issues pertaining to the applicability of the Statements to the organization's current and future mission. The current Statements will also serve as a key discussion area for the organizational assessment interviews.

1.2 Assumptions

- The project team and stakeholders will identify and address organizational boundaries and perceived barriers that may hinder assessment.
- Stakeholder "buy-in" and direction, which are tantamount in executing organizational support for this assessment/review, will be obtained through development and signoff of a project charter.
- Stakeholders will identify areas of the assessment/review that are not for "public use" and the options for providing the assessment and review, given any disclosure constraints.
- Up to four CH2M HILL resources (two senior staff and two management consultants) will participate in a full-day chartering session. Up to 6 days will be required to complete the Project Charter documentation.
- CH2M HILL will provide up to ten hard copies of the approved Project Charter, and electronic version as requested.
- The City will provide the location for the chartering session and meetings.

1.3 Deliverables

- Completed Team Charter and Stakeholder Approval
- Comments on the Organizational Vision, Values, and Mission Statements provided by Phase 1 participants
- High-level project schedule, including identification of the participants for the successive phases, schedule for project status meetings, and project milestones

Phase 2 – Perform Organizational Assessment

Phase 2 involves collecting information to gain insight into the Office of Transportation's work activities and organization, including obtaining direct information about the key issues facing the organization from line and management staff. The methodology employed will include the following:

- Existing document review
- Interviews with a broad cross-section of employees, including senior staff, supervisory management, and line employees
- e-mail surveys involving additional stakeholders

2.1 Existing Documentation Review

Documentation that can facilitate the organizational assessment may exist in many forms. CH2M HILL will need to review any documents that would assist in gaining a comprehensive understanding of the organization and the developing the interview guide. These documents may include but are not limited to the following:

- Current organizational charts, including the names and titles of the position holders
- Role and functional statements or job descriptions for the staff
- Existing skills assessments, training needs, or training programs (current and planned)
- Current budget information, staff allocations by job title, or other information relating to staffing and workload planning
- Existing management studies or other recommendations for improvements obtained from previous workshops or assessments conducted internally or by other consultants
- Any other customer satisfaction data pertaining to the Office of Transportation's delivery of services

2.2 Staff Interviews

CH2M HILL staff will conduct one-on-one interviews in person, or by telephone if needed, for remote participants and those who are rarely in the office. CH2M HILL will develop an interview guide using information gathered during the Chartering session and document review. Depending on the role and responsibilities of the interviewee, the questions may

differ slightly. A copy of the guide appropriate for the interviewee's role and brief explanation of the project goals will be distributed in advance. Prior distribution of the guide serves several purposes:

- It minimizes staff uncertainty regarding what to expect during the interview.
- It allows interviewees time to prepare thorough and thoughtful answers to the questions.
- It lays the foundation for effective knowledge transfer in the short time allotted for each interview.

The interview will focus on gathering the following types of information; additional areas may be added as a result of the Chartering session. However, actual conversations will expand on the topics and may produce information that is outside of the items described below:

1. Information about the interviewee's position and role in the organization
2. The business processes employed within the interviewee's assigned workgroup
3. The main responsibility of the workgroup
4. Workgroups and customers with whom the interviewee interacts
5. Identification of process areas with the greatest opportunities for improvement
6. Identification of process areas that are the most difficult to change
7. How success is measured for the workgroup and specifically for the interviewee
8. The measures that are most important to the interviewee and to the customer
9. The changes that need to be made to improve the interviewee's job performance
10. Information systems that are used and the effectiveness of each one
11. Additional comments on other improvements that should be made

Interviews with managers and supervisors will also discuss the number of direct reports, current budget, and additional needs for managing staff.

2.3 Customer Surveys

CH2M HILL will conduct email or phone surveys with additional stakeholders not included in the one-on-one interviews. These stakeholders may include customers internal to the DPW or other governmental departments within the City of Atlanta that are impacted by the Office of Transportation performance. The types of questions may include the following:

- What services do you require from the Office of Transportation, and which workgroups deliver those services?
- How well does the Office of Transportation perform those services?

- What suggestions do you have that might improve the delivery of those services?

Responses obtained from the customer surveys will be analyzed as part of the organizational assessment and will provide insight into the opportunities for improvement that will be further developed as the final deliverable. CH2M HILL will determine, based on contacting the customers, which manner of survey is appropriate.

2.4 Assumptions

- CH2M HILL will have access to electronic versions (pdfs) of existing documents (if possible); otherwise, ready access to documentation described in this phase for review prior to the Chartering Meeting.
- The City of Atlanta's project lead will provide facilities, schedule participants, and facilitate participation of City of Atlanta staff identified for this phase.
- All relevant stakeholders and participants will be available.
- The City of Atlanta's project lead will provide names and current contact information (telephone numbers and email addresses) for stakeholders for email surveys.
- Up to three CH2M HILL resources (two management consultants and one Transportation SME) will participate in a senior staff interview session, and up to 2 days will be required to complete the senior staff interviews.
- Up to three CH2M HILL resources (two management consultants and one document support specialist) will participate in selected employee interview sessions, and up to 7 days will be required to interview 20 percent of the estimated 400-employee pool.
- CH2M HILL will visit the site to conduct interviews.
- CH2M HILL will obtain email surveys from a smaller number of internal customers.

2.5 Deliverables

- Interview guides appropriate for the interviewees
- Email or telephone survey for internal customers and other stakeholders

Phase 3 – Develop Assessment and Draft Recommendations

CH2M HILL will analyze the data collected to assess the current state of the Office of Transportation and develop draft recommendations for changes to the organizational structure, communications, and operations for the Office of Transportation. These recommendations will represent our best professional judgment and will be limited to our observations from the interview responses and other information provided for review. The recommendations will be both broad-based and specific to workgroups and individuals. Recommendations will focus on development of an organizational model that aligns the Vision and Mission of the organization with the organizational structure, performance measures, and skills of the staff.

3.1 Current State Assessment

Data from the interviews, surveys, and document review will be distilled to present observations regarding the effectiveness of the current state of the Office of Transportation. Findings will be organized in a logical manner to allow inferences and conclusions to be drawn about the data. The assessment will identify emerging themes from the data such as:

- Effectiveness of management styles and communications, both upward and downward throughout the organization
- Effectiveness of existing performance measures and metrics
- Other opportunities for improvement in providing services to the public
- Internal issues such as organizational work climate, process efficiency, and staff development

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is often used to summarize the status of the business environment or the current situation of an organization. The current state assessment will include a SWOT Analysis derived from the observations and responses obtained during Phase 2.

3.2 Recommendations

Using our experience, the CH2M HILL team will develop recommendations that address the issues identified during the organizational assessment and review. These recommendations will be supported by our data analysis and experience with both government entities, and specifically for the issues relating to transportation services provided by such government entities. Our recommendations may identify issues such as:

- Re-alignment of the organizational structure
- Improvements in business processes
- Enhancements for business systems
- Refinement (or possibly establishment) of Performance Measure/Management Systems
- Organizational resource needs

The Draft and Final Organizational Assessment and Review Findings and Recommendations will be reviewed by the Commissioner and his designated staff. CH2M HILL will participate in any review meetings needed to incorporate changes and comments provided by the reviewers.

3.3 Assumptions

- The City of Atlanta Project Lead will provide access to additional resources (documents or staff), should clarification of conflicting data be required prior to analysis.
- CH2M HILL will provide up to two hard copies of the Draft Assessment and Recommendations, and electronic version as requested.

- The City of Atlanta Project Lead will coordinate and consolidate any written comments on the draft findings and recommendations within 5 business days of report delivery.
- The CH2M HILL Project team will have 10 days business days to produce a final report after receipt of consolidated comments from the City of Atlanta Project Lead.

3.4 Deliverables

- Draft Organizational Assessment/Review and Recommendations
- Final Organizational Assessment/Review and Recommendations

Phase 4 – Presentation of Findings/ Path Forward

Identifying the new model is the first step forward in an organizational assessment/review project. The real challenge is to commit to and undertake a change process. It is more difficult yet to create and sustain real change and momentum in a potentially resistant organizational culture.

To support DPW and the Office of Transportation with this step, CH2M HILL will provide recommendations for the Path Forward that are appropriate to the issues and recommendations provided in Phase 3. The recommendations will be provided in a series of briefings and presentations to an audience specified by the Commissioner. We envision that these briefings will be accomplished as follows:

- Initial briefing of findings and recommendations to the Commissioner and other top sponsors of the project, as identified by the Commissioner
- Presentation to the Senior Management Team with the audience defined by the Commissioner
- A half-day workshop with other key project stakeholders to achieve the following:
 - Open discussion of the recommendations
 - Development of path forward plan, which may include the following items
 - ⇒ Facilitated senior management retreat to develop or refine Vision, Values, and Mission Statements
 - ⇒ Development of an Action Plan to implement changes
 - ⇒ Communication Plan for the initial and ongoing changes
 - ⇒ Identification of other systems needed to maintain the new model and provide agility to adapt to future demands

4.1 Assumptions

- The City of Atlanta Project Lead will coordinate the facilities and attendance for the Agency attendees at these briefings.

- Up to four CH2M HILL resources (two senior staff and two management consultants) will participate in a half-day workshop session.
- Preparation, senior review, and completion of the Findings and Path Forward report is estimated to require up to 4 days.

4.2 Deliverables

- PowerPoint presentation of findings
- Briefing/presentation of finding and recommendation to:
 - The Commissioner and other top sponsors of the project, as identified by the Commissioner
 - Senior Management Team, with the audience defined by the Commissioner
- Half-day workshop with other key project stakeholders

Project Oversight

CH2M HILL senior management staff will be involved in the oversight of the project methodology and deliverables. Each deliverable, including Draft and Final Organizational Assessment/Review and Recommendations Report, will be reviewed prior to the submittal of any project deliverables. We will also employ our internal subject matter experts with government and transportation experience to bring further insight to the project as needed.

Project Team

This scope of services will be performed by the CH2M HILL/WRJ Joint Venture and Eagle Solution Providers. Our team has the management consulting skills and experience to successfully deliver this project. Team members have performed similar organizational assessments for other governmental organizations, including Federal Agencies (Department of the Navy and National Parks Service), State Agencies (Washington State Ferries), and the City of Tacoma.

Schedule

The following project schedule is duration based from Notice to Proceed (NTP):

| | Task | From NTP |
|---------|---|-----------|
| Phase 1 | Project Chartering | 2 weeks |
| Phase 2 | Organizational Assessment | 4.5 weeks |
| Phase 3 | Development of Draft Recommendation Next Steps | 5.5 weeks |
| Phase 4 | Presentation of Final Organizational Assessment Recommendations | 7 weeks |

Compensation

We have assumed a Time-and-Materials approach to this project. As shown in Attachment 1, consulting labor is estimated at \$192,955, and travel and expenses are estimated at \$8,926, for a total of \$201,881. Payments shall be in accordance with the terms and conditions of the contract between the City of Atlanta and the CH2M HILL/WRJ Joint Venture executed August 16, 2006.

In Closing

CH2M HILL appreciates the opportunity to respond to this City of Atlanta request. Our understanding of the requirements and our unique technical skills and experience ideally position our team to assist you with this effort. We look forward to working with you to deliver the best results and value within the aggressive deadlines of the project.

Sincerely,

CH2M HILL/WRJ



Gerri Dickerson, P.E.
Program Manager



Frederick Artis
Deputy Program Manager

c: Angela Roberts/CH2M HILL
Michael Marino/CH2M HILL
Charles Thomas/WRJ

Attachment 1
City of Atlanta Management Consulting Services
Organizational Assessment – Cost by Task

| Task # | Task Description | Total Task Cost |
|---------------|---|------------------------|
| 1 | Administrative | \$24,017 |
| 2 | Phase 1 - Chartering | 44,613 |
| 3 | Phase 2 - Organizational Assessment | 73,731 |
| 4 | Phase 3 - Develop Draft Recommendations | 18,500 |
| 5 | Phase 4 - Present Final Organizational Assessment & Recommendations | 8,104 |
| 6 | Project Delivery and Support | 23,990 |
| | Travel | 1,226 |
| | Expense | 7,700 |
| Total | | \$201,881 |

TRANSMITTAL FORM FOR LEGISLATION

TO: MAYOR'S OFFICE

ATTN: GREG PRIDGEON

Legislative Counsel (Signature): Nikki Turner 

Contact Number: x 6001

Originating Department: Public Works

Committee(s) of Purview: Finance/ Executive Committee

Council Deadline: February 26, 2007

Committee Meeting Date(s): March 13-14, 2007 Full Council Date: March 19, 2007.

Commissioner Signature 


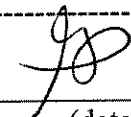
Chief Procurement Officer's Signature 

CAPTION

A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE-TO-PROCEED WITH CH2M HILL/WRJ, JOINT VENTURE, FOR FC-7619-03C, ANNUAL CONTRACT FOR MANAGEMENT CONSULTING SERVICES TO PROVIDE AN ORGANIZATIONAL ASSESSMENT/REVIEW AND RECOMMENDATIONS FOR THE OFFICE OF TRANSPORTATION ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS IN AN AMOUNT NOT TO EXCEED TWO HUNDRED ONE THOUSAND EIGHT THUNDRED EIGHTY ONE DOLLARS (\$201,881.00). ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM FUND ACCOUNT AND CENTER NUMBER 1A0L (GENERAL FUNDS) 524001 (CONSULTING/PROFESSIONAL SVCS) M61001 (OFFICE OF TRANSPORTATION/ADMINISTRATION)

FINANCIAL IMPACT: \$201,881.00

Mayor's Staff Only

Received by Mayor's Office: 2/20/07  (date) Reviewed by:  (date)

Submitted to Council: 3/2/07 (date)